

Connections

YOUR INFORMATION DESTINATION



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RCVO at Volunteer Alberta: a radical collaboration



The new year will bring a new RCVO, as it launches an exciting future as a division of Volunteer Alberta. RCVO manager, Charlene Butler, and Volunteer Alberta executive director, Karen Lynch, explain what the new *RCVO at Volunteer Alberta* will look like and how the partnership will affect clients, members and networks in the nonprofit/voluntary sector across Alberta.

What led to the decision to move RCVO to Volunteer Alberta?

CB: Over the past year, the RCVO spent considerable time and resources exploring our client's

needs. Resoundingly, we learned of the importance for clients and networks to access more information and resources—and faster than ever before—for organizations to flourish and be successful. We determined that RCVO needed to undergo a transformation in order to continue effectively serving nonprofits and be the leading “information destination” for the sector throughout Alberta.

Many options were considered. Most of them were discarded for one reason or another. During the course of this exploration, I was introduced to Karen Lynch at Volunteer Alberta. We shared our respective strategic visions and saw there was a natural fit between the two organizations. It seemed like we could perfectly build off each other's strengths.

KL: It really started when Charlene and I met for lunch back in February 2010. We began comparing notes on the directions of our respective organizations. What we discovered was striking.

Over the past five years, both organizations were going through the same process: we were both working on making a greater positive impact by expanding our reach to communities throughout Alberta. Perhaps most interesting was how everything that RCVO identified as missing in this process, was something that Volunteer Alberta

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*When you're finished
changing, you're
finished.*

- Benjamin Franklin

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could offer, and vice versa. Charlene and I realized quite quickly that the environment was ripe for not just a collaborative partnership—but for a “radical collaboration.” This fundamentally means creating alliances to solve problems and exploring opportunities together.

How will clients, members, and networks of both RCVO and Volunteer Alberta benefit from this partnership?

CB: The RCVO and Volunteer Alberta share a very similar client base. Nonprofit organizations (both small and large), managers of volunteers and civically-minded individuals from across Alberta rely on us for information and resources about the sector. By aligning, and thus becoming *RCVO at Volunteer Alberta*, we will be able to minimize duplication while expanding our reach to communities across Alberta.

For RCVO, one driving principle has always been to improve the delivery of its information services by collaborating with other capacity-

building organizations to deliver resources and services based on identified needs. After 27 years of providing quality information, reference services and expertise to the sector, RCVO is entering into its next phase of service delivery development under the guidance of VA. Together, using emerging technologies, we will better serve our clients.

Strategically, RCVO is striving to improve its outreach to all its clients and especially to communities in rural Alberta. The collaboration between RCVO and Volunteer Alberta addresses the need to improve outreach and provide a “one stop shopping experience”—one place that addresses the information, learning, and training needs of voluntary and nonprofit organizations.

KL: There is no shortage of issues facing the sector. There are ongoing pressures to secure adequate funding. Organizations need to better recruit, develop, place, recognize, and retain volunteer talent. The lines between

the sectors are blurring. So, organizations are looking for timely information and advice to support their operations, and, with the closing of the digital divide, technology has changed the way information is being accessed.

Radical collaboration creates efficiencies when responding to these issues by reducing duplications in programs and administration. It creates an economy of scale, which ultimately reduces costs and generates benefits for the entire sector.

We need to be perfectly clear. This partnership and the decision to transition RCVO to become *RCVO at Volunteer Alberta* is designed to serve Albertans. Together, we have found a way to enhance our activities in order to better promote volunteerism and provide information and services to nonprofit/voluntary organizations in Alberta. With VA and RCVO under one roof (so to speak), we are, together, able to effectively respond

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Volunteer Alberta’s mission is to “create possibilities in Alberta’s voluntary sector by strategically connecting leaders, members, organizations and networks.”

When we look at RCVO’s mandate to be “the information destination for the nonprofit/voluntary sector throughout Alberta,” we see the natural overlaps. Putting the two together is the perfect fit!

*- Karen Lynch, Executive Director
Volunteer Alberta*

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to the challenges and opportunities facing us.

Under which roof, then, will clients find RCVO at Volunteer Alberta?

CB: Thanks to a partnership between Grant MacEwan University and Volunteer Alberta, *RCVO at Volunteer Alberta* will remain in its current location, at MacEwan University, Alberta College campus, for a minimum of one year.

RCVO wishes to thank MacEwan for all of its support and direction for the past 27 years, and for its continuing support for Volunteer Alberta.

KL: Grant MacEwan stewardship and financial support, as well as support from The Muttart Foundation, TransCanada and the Government of Alberta, has helped to create a first-rate resource centre for Alberta's voluntary sector. With this support, RCVO became a pioneer in addressing sector-wide issues, and developed a solid reputation as a "centre of knowledge." RCVO's website now receives roughly one million hits per year, showing that this reputation is firmly established across Canada. Volunteer Alberta recognizes the incredible brand and assets that RCVO demonstrates every day.

While Volunteer Alberta is based out of downtown Edmonton, it operates across the province – both in person with meetings, workshops and seminars, and virtually through iCCAN videoconferencing. VA and RCVO will continue providing services, resources and information for people and organizations all across Alberta.

What are the next steps for Volunteer Alberta and RCVO?

CB: In the new year, *RCVO at Volunteer Alberta* will continue to provide information and reference services via phone, email and in-

person, iCCAN videoconferencing, and online resources available at www.rcvo.org.

At this point, it is still too early to discuss any changes that may occur, except to say that RCVO and Volunteer Alberta will be working together to ensure that our clients, members and networks have access to needed information and resources.

KL: Last spring, Volunteer Alberta developed a completely new strategic direction with enhanced purpose and focus, and our work with RCVO will be guided by this new set of directions and strategies. Because VA's mission and RCVO's mandate naturally overlap, putting the two together is the perfect fit! We look forward, for instance, to exploring ways of, together, working with volunteer-engaging organizations and strategically connecting leaders, members, organizations and networks. We look forward to better connecting Albertans to the information and resources they are looking for.

With radical collaboration, everything is on the table. What the new *RCVO at Volunteer Alberta* will look like, or how both organizations will refine their operations, will fully emerge as we seize this opportunity for partnership and work together to respond to the needs of the sector. This collaboration is all about communication—it's all about strengthening communities in Alberta. ☐

RCVO will close for the holidays on December 17, 2010, and reopen on January 4, 2011 as RCVO at Volunteer Alberta. As details are finalized, any information important to RCVO clients will be posted on the RCVO website, Facebook and Twitter pages.

Questions or comments about RCVO at Volunteer Alberta? Contact Karen at klynch@volunteeraberta.ab.ca or 780-482-3300 extension 227.

**Charlene Butler
RCVO**

Charlene joined the RCVO as manager in October of 2009. She is the president and founder of Butler Business Solutions Ltd., a consulting company focused on organization transformation, evaluation framework development, organizational performance optimization and strategic business planning.

**Karen Lynch
Volunteer Alberta**

Karen joined Volunteer Alberta in 2005 following 30 years of diverse experience in business, working with government, charitable organizations and politicians in Edmonton. She earned a BA in Economics from the U. of A. and is a graduate of MacEwan's Voluntary Sector Management program. Karen sits on a number of boards and was recently elected president of the Alberta Library Trustees Association.

Merging for impact

Part V: How can we ensure our merger is successful?

by Sherry Ferronato

This is the fifth in a series of six articles addressing questions about nonprofit mergers.

Merger success will mean different things to different organizations. For some, success may simply be the survival of their programs or services. For others, merger success might mean getting through the negotiation and integration process with minimal conflict and loss. Ideally, the definition of success in your merger is much grander, like creating a positive, transformational impact in your community. The reality is that mergers can have many positive outcomes, as well as some unintended negative ones. There are no guarantees of total success. By following the wisdom of experience, however, you can maximize the benefits and minimize the drawbacks in your merger.

The Upside

What are your desires and expectations in a merger? Perhaps your organization is hoping to expand its public recognition and media profile. Maybe your goal is to serve more people and have a bigger community impact. Cost savings, an accessible continuum of quality services, increased organizational capacity, and stronger staff and board teams might also be among your hopes.

But are these synergistic outcomes really possible? Sharon Moore, Executive Director of Big Brothers and Big Sisters of Calgary and Area (BBBS) confirms they are, several months post-merger with the Alberta Mentor Foundation for Youth (AMFY). “We’ve had the opportunity to expand rurally and in our existing and new urban schools. Young people and families can



transfer between programs more easily now, and have more opportunities to be mentored and to mentor. We’re being put on a platform to take leadership roles in collaborative efforts. There have been some financial and supervisory efficiencies. It’s exciting. There is a buzz around here. Our vision of a mentoring culture is happening.”

Donna Rubenstein, former Executive Director of AMFY agrees. “By merging, the AMFY program has gained access to more resources, more collaboration opportunities, name recognition, staff development and operational efficiencies.”

The Downside

However, both Rubenstein and Moore admit that the merger process was at times difficult, and that there have been a few undesirable outcomes.

“The AMFY program no longer has a focused, individual, unique identity and profile. Its reputation has been diluted, as part of a larger agency,” Rubenstein reports. “In a larger organization there is also less of a personal touch, a loss of intimacy, less staff connection to the leadership and board, and some loss of speed in decision-making.”

Moore further acknowledges that the merger experience was intense and at times took the focus and energy away from other important agency initiatives. She particularly regrets that the pace of the merger left little time for staff to process change. Moore wishes some human resource issues had been handled differently, to allow for an easier transition for staff and to encourage strong, trusting post-merger staff relationships.

The Insight

So what can be done to enhance the likelihood of desirable merger outcomes and diminish the potential of unfavorable ones? Merger experience and hindsight have born the following tips for a successful merger.

1. **Timing matters.** The best time to pursue a merger is when the partners are in positions of strength, and are able to make well considered decisions. Although mergers done in times of crisis can be successful, it is preferable to do it before you have to. However, if your merger is motivated by financial or other deficits, Rubenstein

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recommends being as proactive as possible. “Instead of waiting and reacting to circumstances or trying to preserve what was, ask, ‘How do we adapt? Given this environment, how do we take advantage of it rather than just react to it?’”

The time demands of a merger may cause you to delay embarking on it. But if you wait for a time when the organization has few other competing commitments, the merger may never happen. Balance merger activities with the organization’s regular business. You may need to scale back some goals and activities, or secure additional resources in order to get the merger done. If possible, avoid or minimize other concurrent changes in the organization.

2. **Keep your eye on the prize.** Mission should be at the heart of the merger. Before your organization even decides to go down the merger path, revisit your mission and values and clarify the outcome – the prize – you envision. For greatest success, the merger must be about achieving a grander vision, about creating a movement or having transformative impact.

The initial decision to merge and all the merger plans that follow become easier when you focus on the best interests of those you serve, rather than the best interests of a specific organization or individual. Take the time with your merger partner to develop a shared set of values and principles. Then, if your group gets hung up on the photocopy lease or other details, move past these blockages by refocusing on mission and values. Ask, “Why are we here?” and “Does it fit with our values?”

3. **Know thyself...and thy merger partner!** Knowledge, trust and respect are the foundations of a positive relationship, and are built only through exposure and shared experiences. Create chances to get to know one another and build a solid relationship through joint board or staff events, small joint projects and other information sharing opportunities.

Although BBBS and AMFY had prior exposure to one another, they gained the confidence to proceed with merger talks only once deeper familiarity was established. An initial meeting was held with key board members of both organizations, in which they discussed their values, principles and visions. Steele Curry, former AMFY President and now a BBBS board member, believes that creating this basis of commonality was critical. “Both organizations shared a similar set of mission, vision, values and organizational cultures, plus had a healthy mutual respect for each other,” he recalls.

Full disclosure also contributes to a respectful, trusting relationship. Check out assumptions. Discuss non-negotiables, assets and liabilities early in negotiations.

4. **Get the right expertise.** You need help to get the merger done well. A trusted, knowledgeable facilitator can guide you through the process. Rubenstein recommends that, “You need a facilitator with expertise in project management, mergers and organizational change.” The expertise of capable lawyers, communications specialists, human resource professionals and others will also be required at various stages of the merger.
5. **Exercise strong leadership.** While a facilitator and external consultants can be very helpful in the merger process, much of the merger work is the responsibility of the board and senior staff leaders. These leaders must buy into the merger vision and process, as it is their job to connect other stakeholders to the vision and engage them in the process.



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Courses

Executive Leadership in the Non-profit Sector

Enhance your non-profit leadership career while you work

Quality leadership in the non-profit sector requires global thinking and consistent collaborative techniques to move organizations forward. If you aspire to become a community leader, or are currently in a leadership position and want to enhance your abilities, then consider Grant MacEwan University's Executive Leadership in the Non-profit Sector program.

This post-diploma certificate is a peer-supported, part-time program that consists of seven courses and takes 20 months to complete. The program is cohort based and encourages peer learning and relationships to support collaborative work in the community. Many of the learning activities are done with a classmate partner or as part of a larger team.

With a focus on personal and collaborative leadership, organizational and community capacity building, resource development, governance and advocacy, this certificate is designed to help you:

- inspire your organization to develop vision, learn and work together to accomplish goals
- work strategically within your organization and across sectors in the community

- manage the human, financial and physical resources of a non-profit organization
- design, lead and evaluate collaborative processes with diverse stakeholders, communities and teams
- develop the personal leadership capacity to maintain balance in a complex environment

Program participants are often mature students working and volunteering in non-profit organizations in leadership roles. Others aspire to add to their experience in the public and private sectors, allowing for a transition into managerial roles within voluntary/non-profit organizations. Most are experienced in the sector and are

building on diplomas and degrees, but a combination of education and experience is welcome. Students currently working in the sector have found succession planning and career development discussions with their boards or senior staff useful in gaining financial and organizational support for furthering their education.

For further information, visit www.macewan.ca/leadership, or contact the university advisor, Kirsten Milner, BSW, at executiveleadership@macewan.ca, or by calling 780-497-5268 or 1-888-497-4622, ext. 5268 toll free.



**RCVO is
now on
Facebook**

Learning Opportunities

Strengthening Volunteer Boards Workshop

Date: Saturday, January 29, 2011

8:30 a.m. - 4:30 p.m.

Grant MacEwan University

Alberta College Campus

Room 627, 10050 MacDonald

Drive, Edmonton, AB

As a board member of a nonprofit organization, have you ever wondered...

- what are my legal and ethical responsibilities?
- what role do I play in governing our organization?
- how can our board organize its work fairly and efficiently to avoid volunteer and staff burnout?
- how can we develop policies that will help us make consistent decisions?
- how can we encourage teamwork between the board and staff?

If you're a new board member wanting to learn more about your role, or an experienced board member wishing to enhance your skills and work effectively as a team member, this workshop is for you.

Workshop Registration

Please check www.rcvo.org and click on the Events tab for further information about these workshops and for upcoming details about online registration..

Workshop content will focus on incorporated and nonprofit organizations and is not appropriate for advisory boards. Limit of three board members per organization.

Fundraising Success: Where to Start and How to Build It!

Date: Saturday, February 19, 2011

8:30 a.m. - 4:00 p.m.

Grant MacEwan University

Alberta College Campus

PCL Hall, 10050 MacDonald

Drive, Edmonton, AB

If you are raising funds in a small organization, starting a new fund development program, or just learning the ropes in fund development, then this primer is a must for you!

Understand how to ensure that your organization is ready to raise funds, select the right prospects (those you hope will give) and the right method (s) for raising those funds. This workshop has a strong focus on the basics—the steps to building a fund development program that will allow your organization to successfully address its mission.

Board Leadership Conference 2011: "Making Time Count"

Date: Saturday, March 19, 2011

8:00 a.m. - 4:15 p.m.

Grant MacEwan University

Robbins Health Learning Centre

10910 - 104 Avenue

Edmonton, AB

This day-long program of engaging and informative workshops is designed for board members of voluntary/nonprofit organizations. It will provide a variety of sessions addressing the needs of both

beginner and experienced board members.

Grant Writing Workshop

Date: Saturday, April 30, 2011

8:30 a.m. - 4:00 p.m.

Grant MacEwan University

City Centre Campus

Room 5-259, 10700 - 104 Avenue

Edmonton, AB

Writing funding proposals is a key element in the overall fund development plans for most organizations. In this workshop, you will explore the world of writing to prospective funders requesting their support. You will learn how to prepare yourself and your organization to make this targeted appeal for support, about the world of funders and, how to determine if your project fits within the funding interests of the prospective funder and within your organization. Increase your chances for success by improving your understanding of how to prepare well focused proposals.

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Leadership can be tricky in the time between the merger decision and the formal merger date. This transition period can feel like a “limbo” in which no one is sure how decisions should be made. To ease this uncertainty, determine early on who will lead the merged organization. Work out an interim decision making process. Existing executive directors must converse often, make joint decisions when possible and convey a common message. Trust of one another can be tested during the transition. What helps is a strong relationship and open communication between leaders, along with commitment to guiding principles and to seeing the process through.

Rubenstein recalls how she and Moore got through this time, “We regularly met, held to the principles, but had flexibility and room for compromise... We did things jointly, but also respected one another’s authority. Although I was leaving, Sharon drew on my experience, expertise and influence.”

6. **Keep people informed and involved.** Timely, clear and open communication with all stakeholders throughout the merger process calms their anxiety and secures their support. People will take

ownership for the new organization and its success if involved in the plans and decisions that affect them.

7. **Tend the human resource garden.** Rubenstein likens the merger to transplanting an established garden, “There are different kinds of plants, each with different needs and reactions. Because of how grounded they were, some might need a little bit more nurturing than others... Tend the garden ongoing, or weeds and thorny issues will get in.”

Early and frequent communication with everyone during the planning and integration process is essential, particularly with staff. Be clear with people about how the merger will affect them. Help them deal with change and loss. Spell out expectations for people so they know how to move forward. Deal humanely and expediently with redundant staff. Treat all with respect throughout the process.

“Emotional stresses come with merger,” observes Moore. She recommends using a wide variety of strategies to help people process change and build a new team. “In addition to the staff meetings, team building and other sessions we had pre-merger, it would have been helpful to do things like change

management training for supervisors, job shadowing in new roles, informal touch base sessions, and working together under the same roof on shared projects.”

8. **Make a plan, execute it and track it.** Integration will not occur on its own. Articulate the goals for the new organization, and have working groups create and implement the blueprint to achieve those outcomes. Track and broadly communicate progress and changes to the plan. Encourage thoughtful planning and implementation, but do not allow excessive detail and prolonged negotiations to stall progress. Hold people to realistic but tight timelines.

Following this guidance can help your merger succeed. Be prepared that unforeseen problems can arise nonetheless. The best advice may therefore be to accept and acknowledge that the merger will not be perfect. Mistakes will be made. So resolve to simply go back and redo what was not done well to get it right. □

Sherry Ferronato is a Calgary-based non-profit management consultant. She can be reached at exanimo@telusplanet.net or by phone at 403-275-1013.

See page 9 for the last part of this series.



Funding Sources 2010-11

This helpful guide provides the most up-to-date criteria and detailed information on local funding sources to help searchers find the most likely and appropriate sources of funding for their organizations.

It covers municipal and provincial government grants, programs and

foundations; corporate funders; and private, community and public foundations. Also included in Funding Sources is an extensive bibliography to aid further research into fundraising topics.

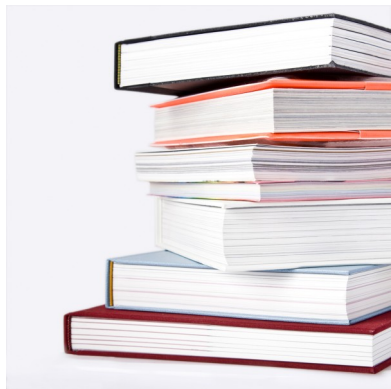
Funding Sources will be available for purchase in early December for \$15.00.

Merging for impact

Part VI: Where can we get more information on nonprofit mergers?

by Sherry Ferronato

This is the final in a series of six articles addressing questions about nonprofit mergers.



Want to know more about nonprofit mergers? If the articles in this series have piqued your interest in nonprofit mergers and how to do them well, you may wish to dig a little deeper into the topic. Many print and web-based resources can help. To take the next step in your learning, check out the ones listed below. These resources offer more details, direction and inspiration to help you consider merger as a strategy for creating the community impact you envision.

Books and Booklets:

Arsenault, Jane. Forging Nonprofit Alliances: A Comprehensive Guide to Enhancing Your Mission through Joint Ventures and Partnerships, Management Service Organizations, parent Corporations, and Mergers. San Francisco: Jossey-Bass, 1998.

La Piana, David. Nonprofit Mergers: The Board's Responsibility to Consider the Unthinkable. Washington, D.C.: National Center for Nonprofit Boards, 1994.

La Piana, David. Beyond Collaboration: Strategic Restructuring of Nonprofit Organizations. San Francisco, CA.: The James Irvine Foundation, 1997.

La Piana, David. The Nonprofit Mergers Workbook Part I: The Leader's Guide to Considering, Negotiating, and Executing a Merger. Saint Paul, MN.: Fieldstone Alliance, 2000.

La Piana, David. The Nonprofit Mergers Workbook Part II: Unifying the Organization after a Merger. Saint Paul, MN.: Fieldstone Alliance, 2004.

McLaughlin, Thomas A. Nonprofit Mergers and Alliances: A Strategic Planning Guide. New York: Wiley & Sons, 1998.

Weblinks:

Cortez, Alexander, William Foster and Katie Smith Milway. Nonprofit M&A: More Than a Tool for Tough Times. 2009. www.bridgespan.org

Davis, John Emmeus. The Making of a Nonprofit Merger: Bridging the Organizational Divide. 2002. www.nw.org

Ferronato, Sherry. Nonprofit Mergers: The perils and the possibilities. An archive of Charity Village NewsWeek. 02/01/99. www.charityvillage.com

Ferronato, Sherry and Perryman, Gavin, Facing the Challenges of Organizational Sustainability. An article posted in the Mentoring Canada Research Centre Library. 2003. www.mentoringcanada.ca

Ferronato, Sherry and Perryman, Gavin, Non Profit Mergers and Other Deep Partnerships. An essay posted on Gavin Perryman & Associates. 2003. www3.telus.net/gavinperryman

Hung, Prescilla. Time to Merge? Fundraising & Financial Implications. An article posted in Grassroots Fundraising Journal. January/February 2009. www.grassrootsfundraising.org

La Piana Associates Inc., A website with resources, research, case studies, tips and additional references related to various forms of nonprofit strategic restructuring, including mergers. www.lapiana.org



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Donna Rubenstein, 902-444-0092, donnaaruben@eastlink.ca ☐

Three steps to getting the right speaker

by Roger Breault



For a person organizing a conference, a training session or special function, the choice of speakers is daunting. Not only is it critical to the success of your event, your reputation as a conference organizer and with your colleagues are on the line.

Take your time. Exercise scrutiny.

Match the audience's needs with right speaker to provide the right speaker to deliver the right message in the right way. Keynotes call for humour and inspiration. Seminars must be educative. Facilitations must be participative.

Public speaking is the most powerful medium to affect change. Its impressions are both lasting and immediate. It affects people personally.

The three most important factors in booking the right speaker for your event, conference or training session are:

- The choice of message or topic
- Your audience
- The speaker

First, consider the message. What information do you want to convey to the group? Nail the message precisely before you shop for a speaker. Narrow the topic down to its bare bones. Nothing can be more difficult on an audience and on a speaker than to force them to go over previously covered material or information that is not relevant.

If the topic isn't well chosen—it doesn't matter if the speaker is articulate—it will flop. Take the time to pinpoint the topic and define what message needs to be conveyed. Accomplish this by writing a one paragraph description of the talk you want delivered.

The second factor in choosing your speaker is to consider your audience. Who are they? What level of instruction do they need? If the session is part of a larger conference, respect the time of day when the presentation will be delivered. For example, morning sessions are generally better for delivering hard information. In the afternoon, when delegates are tired, it's better to stage sessions that are participative.

After-dinner speeches are ideal for motivational presentations; audiences are usually more amenable to lateral and broad-minded thinking during keynotes after lunches or dinners – if they aren't too lengthy or boring. Humour is important to help up warm up an audience and to prepare them to become inspired.

The third component of making sure that you organize an effective presentation involves the choice of speaker. There are plenty of "so-called" experts out there who are dying to squeeze their way into making a presentation at your event. Many are "wannabees". Not all of them are well-suited. You are looking for two things: expertise and articulation. You want a speaker who knows the topic inside out and has an ability to present it cohesively. To

choose a good speaker, make plenty of enquiries, ask any potential speaker about their knowledge of the subject, ask them where they have presented before and check them out. How did they do? Was the topic well covered? Was the speaker engaging?

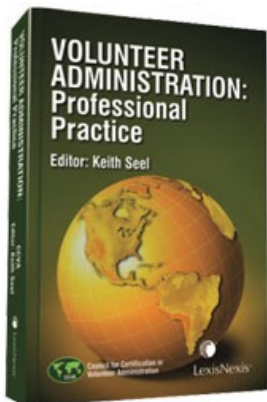
Using a reputable speakers' bureau can save you time and money. They screen speakers, they do it for you and they help you obtain the right one at no extra cost. They do the leg work for you: check references and testimonials and check on speaker availabilities. It's one-stop-shopping. Further, they will ask you strategic questions to give you several viable speaker options within your budget.

Follow these three steps. Your task will become less daunting, much easier and risk-free. □

Roger Breault is an expert in booking speakers. He owns and manages the Speakers' Bureau of Alberta® – Alberta's premier roster of qualified proven, expert, and articulate presenters.

For more information visit:
www.speakersalberta.com

BOOK REVIEW



Volunteer administration: professional practice

Edited by Keith Seel
AM MC HN49 .V64 V636 2010

Volunteer Administration: Professional Practice, written by a diverse group of Canadian and American authors and edited by Keith Seel (Director of the Institute for Nonprofit Studies at Mount Royal University), is a comprehensive reference book and guide for those involved with volunteer engagement and leadership.

This textbook's 18 chapters cover the five core competencies, as identified by Council for Certification in Volunteer Administration (CCVA), for the volunteer administration profession: ethics, organizational management, human resources management, accountability, and leadership and advocacy.

It is the only comprehensive reference book and guide on the administration and management of volunteers as they are utilized by any organization, be it not-for-profit organizations, public sector agencies or all-volunteer organizations.

— from the LexisNexis website.

To borrow this book from the RCVO collection, please call 780-497-5617 or toll-free 1-877-897-5616 to check for availability.

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